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ABSTRACT

The San Bernardino Valley College (California) Strategic Enrollment Management (SEM) Plan was developed to specifically increase student enrollment and to improve retention over 2000-2002, and thereafter. Presents the SEM plan in two parts: recruitment and retention. The date, description, action, person responsible, date needed, date completed, and budget of each of these two plans are also tabularized. Recruitment includes many advertising and promotional campaigns. The primary strategy is the use of direct mail, newspaper, radio, and on-screen advertising in local theaters. Print advertising has also been developed for minority newspapers in the college's service area. On-screen advertising has been secured at the two most popular cinemas in the service region. Special events have also been scheduled such as workshops, seminars, and open houses for financial aid, vocational education, sports and fitness, and career planning. Retention calls for the creation of Focus Groups to identify those things inside and out of the classroom that "work" and, in some cases, "do not work." Another aspect of the plan calls for weekly activities for students during the initial few weeks of a semester. By fall of this year, it is a goal to provide each student with a free e-mail address. A faculty-to-faculty mentoring program is also part of this plan. (VWC)

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Strategic Enrollment Management

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Recruitment and Retention 2000 - 2002

valley college
san bernardino

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FOREWORD

A critical challenge facing our educational institutions is finding strategies that will allow us to expand our enrollment and retain students through successful educational programming.

It is already clear that enrollment patterns are shifting significantly. Older students, more part-time study, and the emergence of on-line courses are among the visible signs of these new patterns. In the past, enrollment changes or fluctuations could be explained by the simple interaction of demographic forces.

The challenge facing Valley College and other community colleges is the development of strategies that will incorporate quality, convenience, and value implemented through curriculum designed for all of our learning communities that will ensure successful future growth.

With this in mind, I would like to introduce San Bernardino Valley College's Strategic Enrollment Management (SEM) Plan for 2000-2002. This plan provides a practical implementation model for our recruitment and retention strategies over the next two years.

While it is important to project a positive image to our community in our recruitment efforts, I feel this plan goes far beyond a basic, traditional marketing approach. It also addresses the need to enhance services and programs in an effort to retain our students and assist them in becoming successful.

This plan was developed through the efforts of our Strategic Enrollment Management Team. This process began over six months ago and has undergone numerous revisions. This is a living document.

As you read this document, you will appreciate the hard work that faculty, staff, students, and administration has dedicated to this plan.

I am confident that its success will be realized as a result of this team effort.

Sharon S. Caballero, Ed.D.

President

San Bernardino Valley College

Acknowledgments

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Executive Summary

The San Bernardino Valley College Strategic Enrollment Management Plan was developed to specifically increase student enrollment and to improve retention over the next two years, and thereafter. The two-year plan includes a goal to increase FTES by 800 and to improve the success rates of students. The goals equate into an additional $5 million over the two-year period from the State of California. The second year goals are to build on the success of the first year plan and to continue to increase enrollment and success rates of students.

To meet these goals, the SEM plan has identified specific strategies to inform and recruit new students. Targeted audiences have been identified by region and ongoing campaigns have been developed and budgeted. As the wave of new students enroll at our college, additional services have been identified to meet their needs.

What is SEM?

Strategic Enrollment Management is a comprehensive process designed to achieve and maintain the optimum recruitment, retention, and attainment of students. The process calls for ongoing activities that are monitored and evaluated so that strategies can be adjusted and adapted when necessary. Three stages are necessary for a successful SEM plan.

1. Recruitment – This includes the planning, research, marketing, prospecting and recruitment yield of the plan.
2. Retention – This includes the planning, research, advising, counseling, liaison and policy aspects of the plan.
3. Operations – This includes the financial aid, computerized systems, processes, and policy components of the plan.

Its success is also contingent upon the integration of several plans. This would include the Learning-Centered Curriculum Model, Facilities Master Plan, Information Architecture Plan, Assessment Plan, Process Reengineering Plan, Professional Development Plan, and WASC Accreditation.

The Development of the SEM Plan

The SEM Committee studied internal strengths and weaknesses, identified potential roadblocks, and addressed obstacles that may hinder full implementation of SEM. Smaller subcommittees began to organize the plan, which was strengthened by the larger group. Once the recruitment plan and retention plan were completed, they were integrated. The focus remained on effectiveness and efficiency.

The next phase was to develop a strategic approach. In addition to looking inward, SEM looked outward to the entire college community for ideas and resources. Resources were leveraged and all corners of the academic team began to come together. The plan was then presented as a process.

The final phase was to align the SEM Plan with the campus environment. This integrated the decision-making, academics were fused with student support services, and the philosophy of the plan was embedded as a comprehensive strategy for the good of all.

The Recruitment Plan

The SEM plan includes many advertising and promotional campaigns which have been designed to reach the highest success yield. The primary strategy is the use of direct mail, newspaper, radio, and on-screen advertising in local theater. Coupled with special recruitment activities on the campus, all of the strategies are to ensure that the visibility and recruitment are ongoing, even during the summer months.

An example of high yield is the creation of three modified schedules of classes for the Fall, Spring and Summer semesters of the 2000-2001 academic year. A total of 400,000 copies will be produced and printed by the San Bernardino County Sun newspaper, of which 94,000 will be inserted in a Sunday edition of the publication. Another 242,000 copies will be direct-mailed to all households in the cities of San Bernardino, Colton, Rialto, Grand Terrace, Redlands, Highland, Fontana, Loma Linda, and Yucaipa. The remaining 64,000 will be distributed at special events and inserted into weekly newspapers. The potential for each of the three publications is dissemination to more than 1.1 million people over a two-week span. **This comes to an estimated cost of only 3.6 cents per person.** In a year's time, each person would have the potential of viewing all three schedules of classes for just over a dime.

While the direct mail advertising pieces are targeted to a broad market, campaigns that are more specific have also been identified. Print advertising has been developed for minority newspapers in our service area. Radio stations catering to different age groups will broadcast 30-second recruitment spots, all custom packaged for the listening audience. On-screen advertising has been secured at the two most popular cinemas in the service region (CinemaStar in San Bernardino and Krikorian in Redlands). For the next seven months, every movie on every screen (34 screens total) will feature an advertisement for Valley College.

In addition to advertising pieces, special events have been scheduled. Workshops, seminars, and open houses for Financial Aid, Vocational Education, Sports and Fitness and Career Planning have all been scheduled under the SEM Plan.

The Retention Plan

The SEM Retention Plan was created to assist students in meeting their objectives by providing support services and activities to help them become successful. Students have varied objectives. Some come to Valley College to earn a degree, to transfer, to gain a skill, seek a trade, for enrichment or for certification. Once SEM defined these objectives, the plan was created.

The plan calls for the creation of Focus Groups to identify those things inside and out of the classroom that "work" and, in some cases, do not "work." The first major activity of the Retention Plan is to stage a "Family Day," designed for those who are first-time college students. By bringing them to the campus with their families, they can learn more about the services that may assist them in becoming successful. Workshops will also offer tips to parents on how to help their student(s) at home. The objective is to welcome each student, and their families, to the Valley College "family" and to give them an overview of college life.

Another aspect of the plan calls for weekly activities for students during the initial few weeks of a semester. Arts and lectures, live bands, radio broadcasts, booths for clubs and organizations and complementary refreshments will become a mainstay each semester. These activities will be implemented with the direct support of Associated Students and the campus.

A major component of the Retention Plan is to emulate and implement the components of successful retention models. The SEM Plan calls for building upon the Puente Project model to a larger college-wide model. The plan calls for "Learning Communities," whereby students with similar interests serve as support groups for one another to instill high self-esteem.

Communication has been identified as a contributing factor to retention. By Fall of this year, it is a goal to provide each Valley College student with a free e-mail address, thanks to the efforts of the Computing Center. The address will link the student to faculty, services, and general college announcements.

A faculty-to-faculty mentoring program is also part of the plan. Extended hours and staffing for the Tutoring Center, Financial Aid, Bookstore, Counseling, Admissions and Records, EOP&S, DSP&S, Health Center and Assessment are also in the plan.

Recruitment Meets Retention

By merging the two plans, SEM becomes successful. Recruitment links a new or continuing student to services that will assist them with their academic objectives. Numerous recruitment activities implement those offered by our retention strategies. Direct (focus) mail is a prime example. Postcards will be sent intermittently to all continuing students reminding them of their opportunity to use priority registration. The same students will receive mailings asking them how they are succeeding with their objectives and offering tips on how and where to seek help.

Another example is the "Family Day" activity of the Retention Plan. While it was designed to welcome first time college students to Valley College, it is also a prime opportunity to recruit parents and other members of the families of students to enroll in classes.

The beauty of the SEM Plan is that it is a flexible, "living" document. While the plan contained in this document addresses specific tasks and concepts, they can be fine-tuned at any time during the process.

STRATEGIC ENROLLMENT MANAGEMENT PLAN
RECRUITMENT AND RETENTION 2000-2002

RECRUITMENT

San Bernardino Valley College
Strategic Enrollment Management Plan
2000-2002
RECRUITMENT

DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
06/12/00	Mail class schedule upon request	400 each mailed x $2.40	P. Rubalcaba	06/12/00	06/12/00	$ 960.00
06/12/00	Fall class schedule on campus (50,000 copies)		M.E. Martinez	06/12/00	06/12/00	$ 22,732.00
06/16/00	Phone lines for Marketing - need 6 lines/6 phones	Submit PR and Work Order	P. Rubalcaba	06/30/00		$ 1,500.00
		Work w/ Pacific Bell to run lines	Dr. Harris	07/09/00		$ 2,000.00
		Use D. Martinez phone for one line	P. Rubalcaba	06/23/00		
06/18/00	Sun Newspaper Ad in Class of 2000 special section		P. Rubalcaba	06/16/00	06/16/00	$ 5,500.00
06/19/00	Distribute Registration materials to students					
06/20/00	Kiosks 8-12pm	Set-up in front of Auditorium and Quad	Maintenance	06/19/00	06/20/00	
	Staff	Clyde Williams/1 counselor	P. Rubalcaba	06/19/00	06/20/00	
	Bottled Water/Cookies	Order 800 bottles of water and cookies	N. Williams	06/19/00	06/20/00	$ 1,000.00
06/19/00	Math, English, and Reading Assessment	Hire by Friday 6-16-00	MEM/DTR	06/13/00		$ 900.00
		Need Paperwork				
		Train Reading Staff	(Borst)			
06/23/00	Phone Staff for Marketing	Identify and Train Students & Staff	Dr. Hsieh			
		3 students x $5.75 for 7/2-3 = 48 hrs	T. Sheffield/	07/02/00		$ 276.00
		2.5 students x $5.75 x 15hrs for 7/3-8/25	P. Rubalcaba	06/13/00		$ 4,000.00
07/03/00	First Day Priority Registration (EOPS/DSPS)					
07/03/00	Scannable Applications Transition to scannable applications	Staffing Needs	Dr. Hsieh			$ 6,480.00
07/03/00	Fall Registration Promotion MALL PRESENCE KIOSK STOREFRONT INFORMATION TABLE		P. Rubalcaba			
07/03/00 through 08/25/00	Fall Class Schedule Distribution ON CAMPUS - INSTRUCTION HIGH SCHOOLS - STUDENT SERVICES (COUNSELING) LIBRARIES CHURCHES RECREATION CENTERS DISTRICT OFFICE - MARKETING CRAFTON - MARKETING UCR/CSUCB/U of R UPON REQUEST – MAIL (400 APPROX) – MARKETING	Distribute to organizations	M.E. Martinez Dr. Hsieh P. Rubalcaba			

San Bernardino Valley College
Strategic Enrollment Management Plan
2000-2002
RECRUITMENT

DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
07/06/00	Letter #6 from President "WELCOME TO VALLEY" ***(ongoing)*** Approx 12,000 letters	Letter Names Printing/Stuffing	P. Rubalcaba Dr. Harris Dr. Hsieh	06/19/00		$ 4,000.00
07/06/00	Postcard #2 "RECD APP BUT HAVENT ENROLL" Approx 1,000		P. Rubalcaba Dr. Harris Dr. Hsieh	06/19/00		$ 3,000.00
07/06/00 07/19/00	Priority Registration for Fall					
07/08/00	Phone Staff for Marketing	Identify and train 3 students x $5.75 for 7/8-9 = 48 hrs	T. Sheffield / P. Rubalcaba Paul Rubalcaba			$ 276.00
07/15/00	BANNERS - CITY MANAGER COLTON/SB (FALL/SPRING) MT VERNON E STREET – DOWNTOWN HOSPITALITY LANE VALLEY/COLTON Check December and January for Spring	$200 APP FEE & PRODUCTION COST $300	P. Rubalcaba			$ 2,000.00
07/15/00	Promotional Items REFRIGERATOR MAGNETS (2500 X .20 = $500) VISORS (1.25 = $6250 ROUND TO $6,500) IMPRINTED PLASTIC BAGS PENS & PENCILS KEYCHAINS FOLDERS					$ 5,000.00
07/16/00	Portable display	Provide samples	P. Rubalcaba	08/01/00		$ 5,000.00
07/16/00	Modified class schedule inserted into the SUN (include Workshop supplement - adding 4 pages) Total 400,000 printed In Sun on 7/16 In Mail 7/20	01 PRs need to submitted	P. Rubalcaba SUN POSTAGE MAIL HOUSE Adding 4-pg Supplement			 $ 22,800.00 $ 12,500.00 $ 4,000.00 $ 3,000.00
07/16/00 through 08/31/00	Financial Aid Staffing	$9.00 hr x 4 wks x 60 hrs per wk				$ 3,240.00
07/17/00 through 08/17/00	MINORITY NEWSPAPER	Precinct-Reporter Black Voice Westside Story Hispanic News El Chicano (5 x $2000)	Paul Rubalcaba			$ 10,000.00
07/20/00	New students register					

San Bernardino Valley College
Strategic Enrollment Management Plan
2000-2002
RECRUITMENT

DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
07/20/00	Letter from President #6 "WELCOME TO TERM" ***(ongoing)***	Approx 3000	P. Rubalcaba			$ 660.00
07/20/00 through 06/30/01	Market Night ***(ongoing)*** Redlands Thursday 5:30PM-8:00PM Non profit obtains one week free per month	1 FT Employee $25 hr x 5 hrs = $125.00 1 Helper ($5.75 x 4.0 hours = $23 X 52 weeks = $1,196)	P. Rubalcaba			$ 9,000.00
07/21/00	Postcard #4 "YOU STILL HAVE TIME TO ENROLL" (continuing students)	Approx 7,000	P. Rubalcaba	06/19/00		$ 2,100.00
07/23/00	Sun Insert - Vocational Education Supplement 400,000 copies In Sun 7/23/00 In Mail 7/27/00	Use Alta Vista Image Finder for photos Meet with Technical Faculty on 6/15/00	P. Rubalcaba P. Rubalcaba SUN POSTAGE MAIL HOUSE			 $ 16,178.00 $ 12,500.00 $ 4,000.00
07/29/00	Workshop "You can Afford SBVC" Saturday 9am-12pm 11.00 per unit scholarships emergency loans fee waiver financial aid (by Spring) coupon for workshop admittance	No ticketing	College Police			
	Book loan ("first-time, one-time") ($10,000 fund) $200 full-time (12 units or more) $100 part-time (6-11 units) 20 minute opening - $35 hr (2 hrs 2 people) A & R Calworks Career Center Workstudy	Create form/application	Maureen Brady Gloriann Chavez			$ 10,000.00 Bookstore Budget $ 140.00 $ 140.00 $ 140.00 $ 140.00
	Additional A/R Staffing Needs 9:00am-2:00pm Individual 30 minute workshops Packets distributed (College & FA Applications/ Class Schedules)	6 people x 30 hrs x $35.00 hr	Dr. Hsieh			$ 1,050.00
	Refreshments (water/snack) 1000 each	Obtain donations $1,000 budgeted in case donation fails	P. Rubalcaba			$ 1,000.00
	(1) police officer (1) custodian	Schedule Schedule	Dr. Romero Dr. Romero			$ 70.00 $ 70.00

San Bernardino Valley College
Strategic Enrollment Management Plan
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RECRUITMENT

DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
07/29/00	Saturday Assessment	Assessment Staff 2 people x 1 day = 16 hrs x $35 Network Specialist 1 person x 1 days = 8 hrs x $35	Dr. Hsieh P. Rubalcaba			$ 560.00 $ 280.00
07/31/00 through 08/14/00	RADIO KFROG 20-55 age range KGGI 15-30 age range X103.9 18-35 age range	$90-100 PER 30 SECOND SPOT 10 TIMES A DAY ($1000 PER DAY)	P. Rubalcaba			$ 10,000.00
08/04/00 through 02/01/01	On-Screen (7 months) 36 screens total	CINEMASTAR (San Bernardino) $7,900 (7 months) 20 screens KRIKORIAN (Redlands) $15,600 YR 16 screens OR 6 MOS $15,600 FOR BOTH ($2,600 FOR 7 MONTHS) *"Bring ticket stub to SBVC for free SBVC momento or mention name of theater"*	P. Rubalcaba			$18,400.00
08/04/00	Postcard #7 "WE STILL HAVEN'T HEARD FROM YOU" (Interest from Orange Show & Senior Day)	Approx 5000	P. Rubalcaba Dr. Harris Dr. Hsieh			$ 1,100.00
08/14/00	Fall classes begin					
08/14/00	Catalog on campus		M.E. Martinez			$10,000.00 Instruction Budget
08/05/00 08/12/00 08/19/00 08/26/00	Saturday Services/Assessment Saturday Services/Assessment Saturday Services/Assessment Saturday Services/Assessment	Assessment Staff 2 people x 4 days = 64 hrs x $35 Network Specialist 1 person x 4 days = 32 hrs x $35 Additional Funds needed not yet budgeted per Dr. Hsieh	Dr. Hsieh P. Rubalcaba			$ 2,240.00 $ 1,120.00 $ 4,000.00

San Bernardino Valley College
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RECRUITMENT

DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
09/11/00	Fall 2nd session begins "Not Too Late" campaign (include 9/11 and 10/16)	Check "numbers" to determine campaign	P. Rubalcaba			
09/14/00 through 09/17/00	ROUTE 66 RENDEZVOUS		P. Rubalcaba			$ 5,000.00 College Budget
10/14/00	Bookfest 10:00am-6:00pm (college budget)		P. Rubalcaba A. Cole			
10/16/00	Fall 3rd session begins					
11/12/00	Modified Spring Class Schedule (SUN/Direct mail) 16 pgs	Complete PR's to Administrative Services	P. Rubalcaba			$ 35,732.00
11/13/00	Spring Class Schedules available on campus	Ensure timely printing	M.E. Martinez P. Rubalcaba			$ 20,514.00
11/13/00	Distribute schedule to community		P. Rubalcaba			
11/13/00	"Gift Certificate" Campaign		P. Rubalcaba			
11/24/00	Postcard #1 "DON'T FORGET TO ENROLL" (continuing students)	Approx 12,000	P. Rubalcaba Dr. Harris Dr. Hsieh	11/24/00		$ 3,640.00
11/24/00	Postcard #3 "PROSPECT LETTER" Completed applications; did not enroll	Mail to potential students	P. Rubalcaba Dr. Harris Dr. Hsieh	11/24/00		$ 1,000.00
12/04/00	Priority Registration (all continuing students)		Dr. Hsieh			
12/10/00	Phone Staff for Marketing	Identify and Train Students and Staff	T. Sheffield / P. Rubalcaba			$ 300.00
12/15/00	Postcard #5 "WE HAVEN'T HEARD FROM YOU"		P. Rubalcaba Dr. Harris Dr. Hsieh	12/15/00		$ 2,100.00
12/15/00	"WELCOME TO TERM" postcard ***(on-going)***		P. Rubalcaba Dr. Harris Dr. Hsieh			$ 660.00
12/18/00	Open Registration		Dr. Hsieh			
12/23/00 through 01/02/01	Telephone Registration Touch-Tone	$50.00 per day x 11 days	Dr. D. Harris			$ 550.00
01/02/01 through 01/16/01	RADIO KFROG 20-55 age range KGGI 15-30 age range X103.9 18-35 age range	$90-100 PER 30 SECOND SPOT 10 TIMES A DAY ($1000 PER DAY)	P. Rubalcaba			$ 10,000.00

San Bernardino Valley College
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DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
01/02/01 through 01/30/01	Minority Newspaper	Precinct-Reporter Black Voice Westside Story Hispanic News El Chicano (5 x $2000)	P. Rubalcaba			$ 10,000.00
01/07/01 through 03/30/01	Phone Staffing for Marketing	Identify and Train 3 students x $5.75 = 48 hrs 2.5 students x $5.75 x 15hrs =	P. Rubalcaba			 $ 276.00 $ 4,000.00
01/06/01	Postcard #7 "WE STILL HAVEN'T HEARD FROM YOU"	Write Letter Note: Walk-in Registration	P. Rubalcaba			$ 2,500.00
01/07/01	Target Piece - 8 pgs (produced by The SUN)	e.g. Sports Fitness, High Tech, Careers/Skills	P. Rubalcaba SUN POSTAGE MAIL HOUSE			 $ 16,178.00 $ 12,500.00 $ 4,000.00
01/14/01	Chamber Installation Dinner (Booth) SB Airport		P. Rubalcaba			$ 350.00
02/02/01 through 06/30/01	On - Screen (5 months) Baker's/Pizza Hut Co-Sponsor	Evaluate 8/4-2/01 results before commiting *"Bring ticket stub to SBVC for free SBVC momento or mention name of theater"*	P. Rubalcaba			$ 13,000.00
	Saturday Services	Additional Funds Needed	Dr. Hsieh			$ 4,000.00
03/18/01	San Bernardino County Schools San Bernardino Unified School District	Mailing labels for high school graduates and high school drop-outs	M.E. Martinez Dr. Hsieh P. Rubalcaba			$ 3,500.00
	BANNERS - CITY MANAGER COLTON/SB (FALL/SPRING) MT VERNON E STREET – DOWNTOWN HOSPITALITY VALLEY/COLTON	$200 application fee & production cost $300	P. Rubalcaba		**Spring**	$ 2,000.00
03/18/01	Fall schedule printed for distribution/promotion		M. E. Martinez P. Rubalcaba			$ 25,000.00 Instruction
03/18/01	Summer Class Schedule on campus		M.E. Martinez			$ 12,000.00

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RECRUITMENT

DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
03/18/01	Modified Summer Class Schedule Advertisement		P. Rubalcaba SUN POSTAGE MAIL HOUSE			 $ 16,178.00 $ 12,500.00 $ 4,000.00
03/19/01	Postcard #8 to High School Grads	Create letter Approx 10,000	P. Rubalcaba			$ 3,500.00
03/25/01	Summer Targeted Piece "SUMMER IS FOR EVERYONE"	Catch up - current student Head start - high school student UC/CSU - college students Voc ED - Career-orientated Continued education - computers	P. Rubalcaba SUN POSTAGE MAIL HOUSE			 $ 16,178.00 $ 12,500.00 $ 4,000.00
	Phone Staff for Marketing	Identify and train 3 students x $5.75 for 7/8-9 = 48 hrs	T. Sheffield P. Rubalcaba			$ 276.00
06/04/01 through 06/18/01	RADIO KFROG 20-55 age range KGGI 15-30 age range X103.9 18-35 age range	$90-100 PER 30 SECOND SPOT 10 TIMES A DAY ($1000 PER DAY)	P. Rubalcaba			$ 10,000.00
06/04/01 through 07/04/01	MINORITY NEWSPAPER	Precinct-Reporter Black Voice Westside Story Hispanic News El Chicano (5 x $2000)	P. Rubalcaba			$ 10,000.00
05/04/01	Cinco De Mayo (E & Court)	Sponsored by Hispanic Chamber				$ 300.00
05/23/01 through 05/27/01	Memorial Day Weekend 11AM-9:00PM	Orange Show (Free) Staffing - 10 HRS DAY X 5 DAYS	P. Rubalcaba			$ 1,500.00
05/15/01	Congressman Baca's Veteran's Fair (booth)	Radisson 9:00AM-2:00PM (Free)	P. Rubalcaba			Complimentary
	BANNERS - CITY MANAGER COLTON/SB (FALL/SPRING) MT VERNON E STREET – DOWNTOWN HOSPITALITY LANE VALLEY/COLTON	$200 APPLICATION FEE & PRODUCTION COST $300	P. Rubalcaba		**Summer**	$ 2,000.00
						TOTAL $ 456,784.00

STRATEGIC ENROLLMENT MANAGEMENT PLAN
RECRUITMENT AND RETENTION 2000-2002

RETENTION

San Bernardino Valley College
Strategic Enrollment Management Plan
2000-2002
RETENTION

DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
07/20/00 08/05/00	Focus groups — Classified	Develop instrument	M.E. Martinez Dr. Hsieh C. Williams			
8/10/00 (adjunct) 8/11/00 (faculty) (classified)	Inform faculty/staff about retention activities/early alert — Joint meeting of the 'Family' — In-service training — Talk about it in classrooms — Dependent upon SBCCD activity — Avoid information overload		Dr. Caballero M.E. Martinez J. Ashton			
8/14/00 8/15/00 8/16/00	Join with AS/Student activities — Music and food — Arts & lectures 11:00am-1:00pm **Popcorn and free Beverage** **KFROG**		Dr. Hsieh Student Activities Coordinator Antonio Vidal Mathew Taylor A. Cole			$ 250.00
8/23/00	Join with AS/Student activities — Music and food — Arts & lectures 10:00am-2:00pm **Popcorn and free Beverage** **KGGI 99.1**		Dr. Hsieh Student Activities Coordinator Antonio Vidal Mathew Taylor A. Cole			$ 250.00
08/26/00	Family Day 9:00 a.m. - 3:00 p.m. — 3000 Postcards — Drinks — Food — Entertainment — Pool/lifeguards (11:00 am-2:00 pm) — "Grease" 8:00 pm — Testimonials (alumni) — Faculty presentations — Bilingual sessions (Spanish/Vietnamese/sign language) — On-site registration (add only) — Academic counseling — Free parking — Sell SBVC memorabilia (bookstore) — Gift certificates	All departments to develop program	Dr. Caballero M.E. Martinez (Deans) Dr. Hsieh Dr. Harris (Datatel) A. Cole Dr. Ragan (pool)			
		Open Swimming Pool 11:00am-2:00 pm	Dr. Ragan			
		Identify students through Datatel	Dr. Harris			
		Postcard - develop day's program	M.E. Martinez	07/07/00		
		Postcard - create text/art	P. Rubalcaba			

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DATE	DESCRIPTION	ACTION	PERSON RESPONSIBLE	DATE NEEDED	DATE COMPLETE	BUDGET
	Family Day (continued)	Postcard - design	L. Chavira			
		Postcard - create mailing list	Dr. Harris			
		Postcard - subcontract w/ Kinko's for printing	Dr. Harris			
		Grease - free ticket with every $33 gift certificates sold	P. Rubalcaba D. Knight			
		Grease - obtain 50's show car	P. Rubalcaba G. Kelly			
		Alumni - Booths by Department/Division	M.E. Martinez Deans Dr. Millican Donna Cooley			
		Alumi - Student Ambassadors give tours	Dr. Hsieh T. Sheffield			
		Alumni - "Success at Valley College" 10:30am				
		Gift Certificate - design	P. Rubalcaba			
		Gift Certificate - print	L. Chavira			
		Gift Certificate - Bookstore	G. Chavez			
		Entertainment Ideas - Dunk Tank Water Balloon Toss Cook-Off				
8/28/00 8/29/00 8/30/00 8/31/00	**Club Rush Week** 10:00am-2:00pm Join with AS/Student activities — Music and food — Arts & lectures 8/30 BBQ/Band		Dr. Hsieh Student Activities Coordinator Antonio Vidal Mathew Taylor A. Cole			Associated Students
09/05/00 09/19/00	Focus groups **1st** between 4th and 6th week of classes — A.S. students (10-12 in group) — "What is going right?" "How can we improve?"	Develop instrument	Dr. Hsieh Antonio Vadal Mathew Taylor			
09/06/00	**Student Talent Showcase** Join with AS/Student activities — Music and food — Arts & lectures		Dr. Hsieh Student Activities Coordinator Antonio Vidal Mathew Taylor Amanda Cole			Associated Students

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09/14/00	Generate email/letters to entering students with Datatel — Are you having problems? — Can we help you? — Customer service — At least twice during semester — "Did you know....Tutoring Services?" — Presdent & VP's sent "Tips for Success" email	Develop correspondence	M.E. Martinez Dr. Hsieh Dr. Harris P. Rubalcaba			$ 1,500.00
09/29/00	Early alert for students — Encourage more faculty to participate	Early intervention to assist students	M.E. Martinez Dr. Martinez J. Ashton			
10/05/00	Learning Community — Campus Model	Develop model	M.E. Martinez J. Ashton			
10/06/00	Title IV — Science & Math		M.E. Martinez J. Horne			
10/23/00 10/30/00	Focus groups **2nd** between 6th and 12 week of classes — Orientation and Associated Students — "What is going right?" "What is going wrong?"	Develop instrument	Dr. Hsieh Dr. Phaler D. Angelo Antonio Vidal Mathew Taylor			
11/01/00	Posters for continuing students (priority registration)		M.E. Martinez D. Lawrence P. Rubalcaba			$ 1,500.00
11/01/00	Implement the degree audit component of Datatel — On-line — Student progress		M.E. Martinez Dr. Hsieh Dr. Harris			
11/10/00	Generate email/letters to entering students with Datatel — Are you having problems? — Can we help you? — Customer service — At least twice during semester — "Did you know....Tutoring Services?" — President & VP's "Tips for Success" email	Identify budget	M.E. Martinez Dr. Hsieh Dr. Harris P. Rubalcaba			$ 2,000.00
01/01/01	Additional funding for tutoring for evening and Saturday services	Identify budget	Dr. Romero Robin Calote			$ 15,000.00
02/01/01	Probation / Dismissal Letters — sensitive, offering direction — Intervention strategy — Workshop		Dr. Hsieh Dr. Harris Dr. Martinez			
SPRING	More computers available to students — On campus (for email) — Student purchase — Post office for students		M.E. Martinez Dr. Hsieh Dr. Harris			

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SPRING	PACE Program	Implement	M.E. Martinez			
SPRING	Faculty to Faculty — Mentoring program — Non-threatening — Positive approach — Tip: Do not refer to students as "customers"		Academic Senate CTA Employee Assistance Program (SBCCD)			
Strategic Timelines	Student Services Extended Hours — Finanical Aid — Bookstore — Counseling — Admissions & Records — EOPS — DSP&S — Health Center — Assessment		Dr. Hsieh Gloriann Chavez			
Ongoing	Financial Aid Workshop Early Alert STAR EOPS DSP&S Transfer/Career Center Arts & Lectures Student Government Athletics Art Gallery Performing Arts Clubs & Organizations Homecoming Commencement		M.E. Martinez Dr. Hsieh Deans Student Activities			
Ongoing	Curriculum — Content review — Redesign		M.E. Martinez J. Ashton			
Ongoing	Have faculty communicate with students via email — Require email communication — Equipment needs — Computer Center set-up — Give every student an email address	Dr. Harris has located software program capable of providing email for all students. The program is web-based and pop-up (Eudora/Outlook). This program has a forwarding feature which will allow students to forward incoming email to their own personal address if that is their preference. Dr. Harris to submit PR to Dr. Romero ASAP.	M.E. Martinez Dr. Hsieh Dr. Harris Dr. Weiss			$ 1,400.00

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Strategic Timelines	Feedback Groups — Students (10-12 in group) — Faculty – Dr. Pfahler — Administrators – Dr. Caballero — Classified - Senate — Divisional Level	Develop instrument				
Ongoing	Staffing — Admissions — Registration — Records	Survey staffing and "customer service" training needs	Dr. Hsieh P. Rubalcaba			
Year-round	Expand Student Assistant Program — Ombudsperson — Health Services	Develop policies	M.E. Martinez Dr. Hsieh			
Year-round	Assessment Center — Problem solving — Help students focus — Personality assessment	Develop program & timelines	Dr. Hsieh Dr. Pfahler			$ 5,000.00
Year-round	Counseling — Appointment — Drop-in	Develop annual calendar	Dr. Hsieh Counseling			
Ongoing	Career Center — Address items on application • Undecided • Major — Career Self Assessment	Conduct survey	Dr. Hsieh Career Center			
	Faculty access to student educational/career planning information — Datatel — Information on application		M.E. Martinez Dr. Hsieh Dr. Harris			
Ongoing	Orientation — Information on all services — Information on career guidance — Direct students to services		M.E. Martinez Dr. Hsieh			
Year-round	Orientation Classes — Revisit with curriculum committee — Link orientation faculty to classes they teach — 'Try it you will like it' orientation class (need more students to enroll) — Promote/encourage to take class early — Make it a pre-req (?) — Bring orientation faculty together - Staff Development activity	Develop innovative program	M.E. Martinez Dr. Hsieh			
	Develop a computer program to generate education plans for students		M.E. Martinez Dr. Hsieh Robin Calote			

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Year-round	Revisit orientation at high schools — Develop a strategy — Develop computerized assessment instrument — Physical presence of SBVC at high school — Develop a 'getting prepared for college' workshop before 3.0 GPA (revisit policy) — Reconcile Datatel files with file maintained by counselors — 5-6 faculty with high retention rates speak to faculty — Have students tell us what works in the classroom	Develop annual calendar of activities	M.E. Martinez Dr. Hsieh Deans Counseling Antonio Vidal Mathew Taylor			
Year-round	Outreach Teams High school – classes/semester GE Capitol – classes/every 10 weeks DPSS – classes/1-day seminar (credit) Churches/community centers — Identify staff — What is process? — Who creates curriculum? — Follow up/Evaluate — Budget (Growth) - hourly support for faculty		Dr. Caballero Admin. Srvcs. Instruction Student Srvcs. Counseling			
	"ASK ME" Buttons for all staff					
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